

# Fifty Years in Quality

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## Who am I?

- Senior Member ASQ
- Former Section Chair, Baltimore Section
- CQE, CSSBB, CMQOE, CPGP, CQA, CSQE
- Senior Member, PMI, Project Management Professional
- SAFe Agile Practitioner
- ITIL Foundation
- BA, Management, University of Phoenix
- Graduate statistics training, California State University, Dominguez Hills

# The Journey Begins



Enlisted in the Marine Corps September 1968

Completed Aviation Engineering Clerk School, NAS Memphis – March 1969 and was assigned to Maintenance Quality section, Marine Attack Squadron 324, Beaufort, South Carolina

Also served:

Marine Attack Squadron 211, Chu Lai RVN

Marine Air Reserve Training Detachment, El Toro, California

Starting civilian work – And my Dad makes a prediction

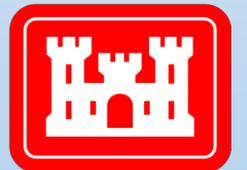
**1972-73 Engineering Clerk, St. Lucie Unit #1, Ft. Pierce FL**

Document control for ~ 50,000 documents it takes to build a nuclear power plant



My Dad, a program manager for Westinghouse Aerospace, told me “You have your foot in the door in Quality. Stay with it. The Japanese are going to eat our lunch on Quality in the near future, and Quality experts are going to be in demand to catch up.” He was right!

**1974-75 Construction Inspector, US Army Corps of Engineers, Aberdeen Proving Ground/Edgewood Arsenal**



I got the only certification I have let permanently lapse –Certified Civil Engineering Technician, Institute for the Certification of Engineering Technicians

## Back to California, into manufacturing and ASQ(C)

In 1975, I returned to California, and started to work in manufacturing

### **1975-1977 Line Inspector, ITT General Controls**

Work done to MIL-Q-9858A

Lead inspector told me “As an inspector, a lot of people are going to call you a rotten SOB. Just remember, you are a PROFESSIONAL rotten SOB, they’re just amateurs.”

### **1977 Inspector, Defense Contract Administration**

### **1977-1979 Lead Inspector, ITT General Controls**

I met Phillip Crosby, then VP of Quality for ITT, after a major shutdown caused by a tooling error. I was vindicated, I inspected to the drawing. Management years before had ordered a change to the design, and the tooling change was not followed up. I had the following conversation with Mr. Crosby:

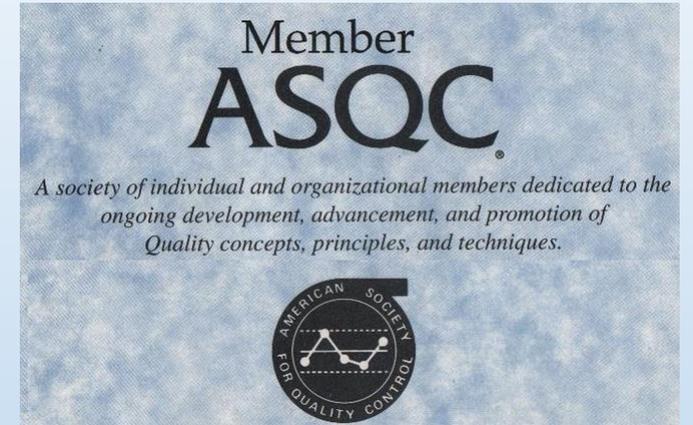
“Geoff, what are your career goals?”

“Your job”

“Should I update my resume?”

“Not this week.”

## Back to California, into manufacturing and ASQ(C) cont'd



While at General Controls, I joined the Los Angeles Section of what was then the American Society for Quality Control, and took the CQE exam – The exam at that time was 8 hours, 4 hours in the morning on “theory” and 4 hours in the afternoon on “practical”. WOOF. I passed!

## The 1980's

For family reasons we moved back to Maryland in late 1979.

I worked at:

Fairchild Space and Electronics,

F-14 and A-10 firecontrol systems

TARPS systems

And ComSat Labs model shop

High precision (.00005 inch) communication waveguides

I was active in several positions on the Baltimore Section Board

In 1987 we moved to Cincinnati

I worked in various positions for suppliers to GE Aircraft Engine Group

GE had an interesting Supply Chain Management System

And CINPAC, who made the Meals-Ready-to-Eat for the DOD

Some interesting Statistical Work

I got the CQA

## On to Michigan

1994 Jack Welch hits GE Aircraft Engine Group

Known as Neutron Jack – after he goes through, the buildings are still standing, but the people are gone

There is this new buzz going around about QS9000 in the automotive industry. We move to Saginaw MI, and I start in automotive at Saginaw Steering Systems.

I lead several organizations through QS9000 certification including:

Saginaw Steering Systems

Saginaw Metal Casting - passes 2 million work hours without a lost time accident while I'm there

Various customers of GM Service Parts Operations

“You can't fix a quality problem in Evanston around a conference room table in Grand Blanc.”

I state at an ASQ meeting “Any CQE worth the paper his cert is printed on can pass the CSSBB exam with Juran's Handbook, a dictionary of Six Sigma terms and a scientific calculator.” I get challenged on this, take the second CSSBB exam offered while so equipped – and pass.

## Back to Maryland – to stay

For family reasons, we move back to Maryland – this time for good

2002 - Quality Design review for TSA security checkpoints at all airports with scheduled air service – 843 airports at the time

Sometimes, the trick is to get the design through the approval process before the customer can change the requirements AGAIN!

2003-2005 The American Red Cross Blood Services Quality System is in trouble with the FDA. The blood products quality is fine – the paperwork isn't. Several quality experts from other industries are hired to modernize their system. For actual product quality in this case, Six Sigma isn't nearly good enough.

2006 BearingPoint: BearingPoint hires me to work on Quality for the IRS. A couple of weeks in, my manager asks me if I think I can get a security clearance. I don't know, I never tried. Well, I could, and I become part of a team setting up the National Security Agency's Six Sigma program. I have been working in the intelligence community ever since.

## Overall thoughts on our profession

- It doesn't really matter what quality system specification you use:
  - MIL-Q-9858
  - ISO-9000
  - AS-9100
  - CMMI
  - ITIL
  - PMBOK

What matters is that you follow a system, and management pays attention to what's going on and what your customer thinks of what you give them

- It doesn't matter what industry you are in if you:
  - Know what your customer needs
  - Know what your process is capable of producing
  - Measure your process output
  - Address any problems found by your measurements
  - Communicate, communicate, communicate